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THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR
ADMINISTRATION AND FINANCE
STATE HOUSE, BOSTON 02133

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WILLIAM F. WELD
Governor

PETER NESSEN
Secretary

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MEMORANDUM

TO: Cabinet Secretaries, Agency Heads

FROM: Peter Nessen, Secretary for Administration and Finance

RE: Sick Leave

DATE: August 17, 1992

Peter Nessen

I have just completed a review of the sick leave utilization report distributed to you by my office, and I am sure we are all disappointed with our performance. In a period of downsizing and severe fiscal restraints, such a high level of absenteeism is unacceptable. Consequently, control of absenteeism will be a key factor in evaluating requests for staff additions, promotions, salary adjustments and training opportunities.

Unfortunately, we seem to have perpetuated a culture in which it's "okay" not to come to work. It is unacceptable for agencies to have average utilization rates of ten to thirteen days per employee. Tolerance of those who take advantage of the system is not only burdensome to our vast majority of conscientious employees, but also contradicts our commitment to a performance based personnel system.

As the executive managers of this organization, we need to set the tone and define the environment within our office. Please help us to communicate the high priority we assign to improving performance in this area by evaluating sick leave utilization in your own personnel decisions.

Absenteeism also causes a financial loss that drains our ability to reward the overwhelming majority of dedicated, efficient state employees. We must make our dedication to excellence clear to those lacking that same high level of commitment by making clear to all that anything less is unacceptable.

Administration and Finance will be coordinating additional training sessions for all managers, agency heads and cabinet secretaries on the legal and managerial aspects of this issue. Please consider attending these sessions personally to send a strong message and set us on the path toward significant improvement in next quarter's report.

923/245

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MEMORANDUM

To: Cabinet Secretaries, Agency Heads

From: Robert M. Hutchinson, Jr., Assistant Secretary for Administration and Finance, Chief of Administrative Operations

Date: July 28, 1992

Re: Sick leave Utilization

Current Status

The attached sick leave report shows that our statewide utilization of sick leave remains poor, with the statewide average of 10.4 days per employee essentially unchanged from six months ago. I urge you to use this report as a management tool to develop an action plan that will realize the Governor's target of six sick days per employee per year as quickly as possible. It is inconsistent for Secretaries and Agency Heads to be asking for authorization to hire additional staff when they have significant absenteeism within their respective agencies.

Real Impact: 1063 FTE Lost to Excess Utilization of Sick Leave; Equals $31,890,000

Excess utilization of sick leave means that agencies have less people available to get their work done. If each agency reduced their sick leave usage to the six days per employee target, the state would have the equivalent of 1063 additional FTE available. Assuming an average annual salary of $30,000, this translates into unnecessary costs of $31,890,000 per year.

ES-1 Review Tied to Improved Performance

As you are aware, the ES-1 process has been decentralized and control of the hiring process now rests within your secretariat. We will, however, reimpose the centralized ES-1 process in each agency that does not show significant improvement in sick leave utilization by January 1, 1993.

Adjustment for Catastrophic Illnesses

Some agencies have pointed out that individual catastrophic illnesses distort what is otherwise good performance. This is particularly true in small agencies with a low FTE base. The current report shows both the raw data and the data adjusted to exclude all leaves of sixty or more consecutive days.

Some Good News

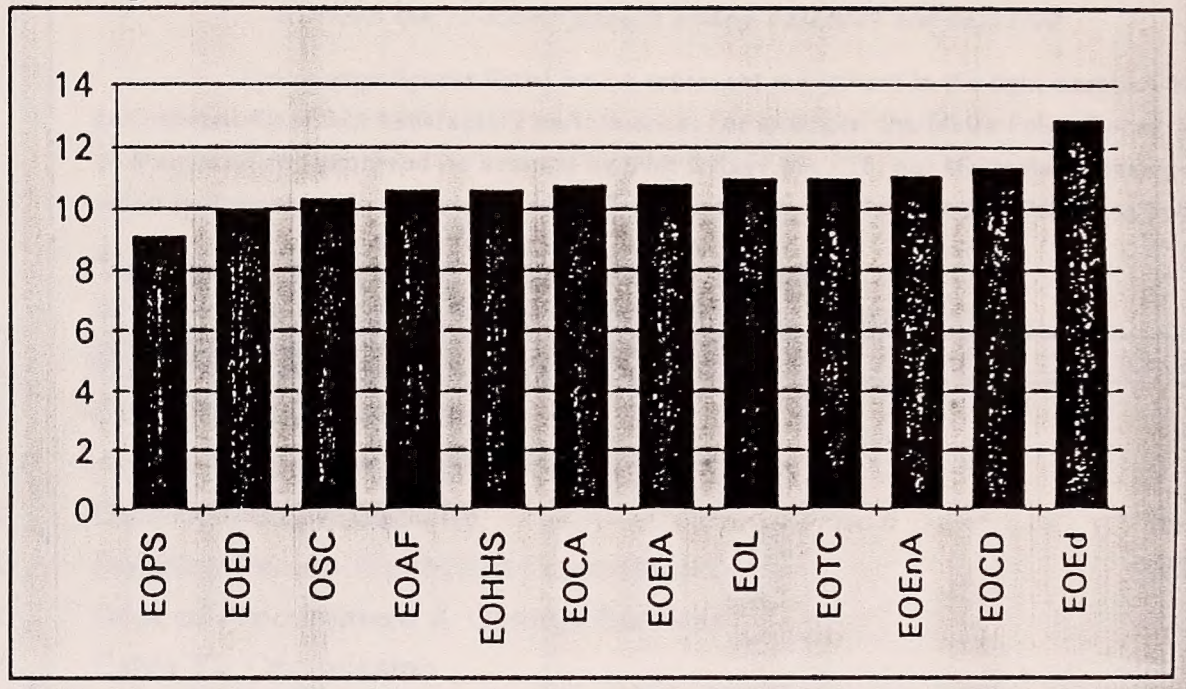
While the statewide average did not change from 10.4 days six months ago, I wish to congratulate the 66% of all agencies that did show improvement. Unfortunately, this was offset by a deterioration in the performance of the remaining 34% of the agencies.

SICK LEAVE STATISTICS

Average Sick Days Used per Full Time Equivalent (FTE) Employee

for the 12 - month period ending 06/27/92

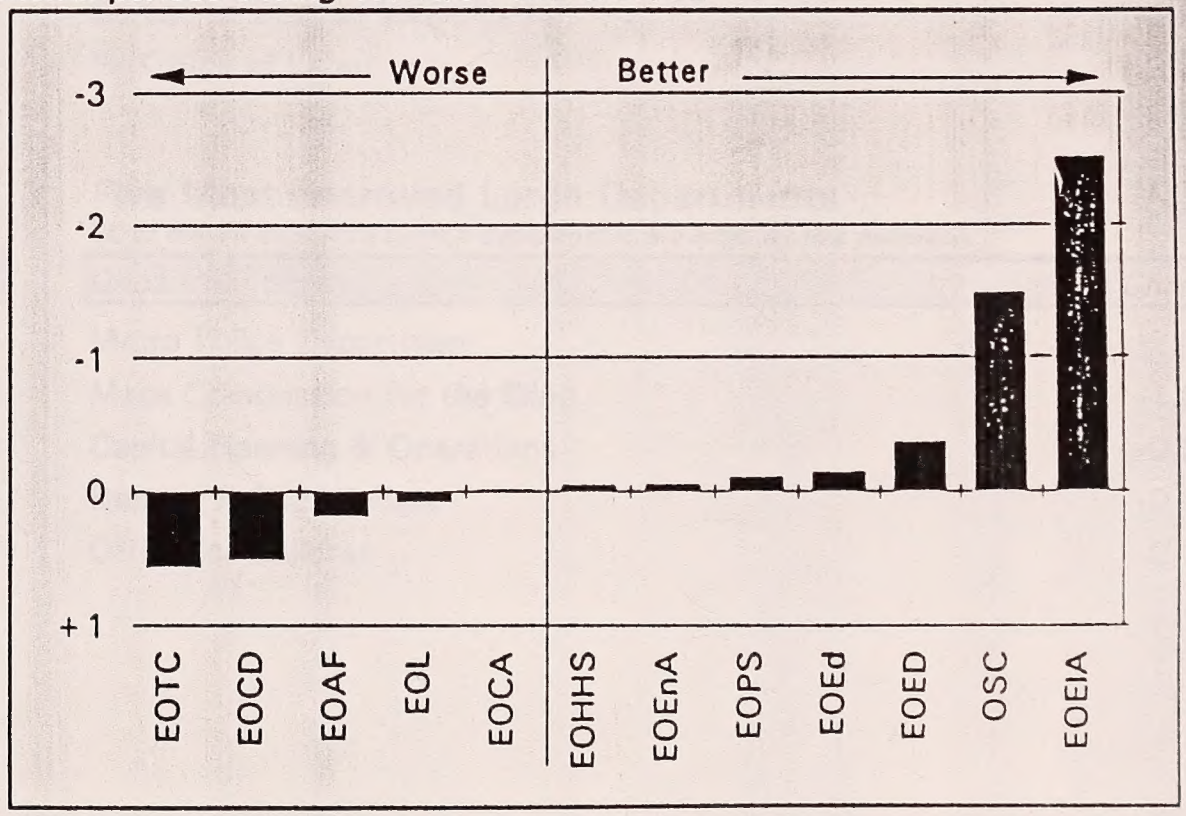
Secretariat		*Days*
EOPS	Executive Office of Public Safety	9.12
EOED	Executive Office of Economic Development	10.01
OSC	Office of the State Comptroller	10.35
EOAF	Executive Office for Administration & Finance	10.61
EOHHS	Executive Office of Health & Human Services	10.63
EOCA	Executive Office of Consumer Affairs	10.78
EOEIA	Executive Office of Elder Affairs	10.80
EOL	Executive Office of Labor	11.01
EOTC	Executive Office of Transportation & Construction	11.01
EOEnA	Executive Office of Environmental Affairs	11.09
EOCD	Executive Office of Communities & Development	11.36
EOEd	Executive Office & Department of Education	12.92
Statewide Average		10.42



Change in Average Sick Days Used per FTE Employee

Change in Secretariat Averages between the 12-month periods ending 12/28/91 and 6/27/92

Secretariat		*Days*
Secretariats whose usage improved.		
EOEIA	Executive Office of Elder Affairs	-2.517
OSC	Office of the State Comptroller	-1.489
EOED	Executive Office of Economic Development	-0.369
EOEd	Executive Office & Department of Education	-0.140
EOPS	Executive Office of Public Safety	-0.104
EOEnA	Executive Office of Environmental Affairs	-0.049
EOHHS	Executive Office of Health & Human Services	-0.040
Secretariats whose usage worsened.		
EOCA	Executive Office of Consumer Affairs	+0.002
EOL	Executive Office of Labor	+0.084
EOAF	Executive Office for Administration & Finance	+0.187
EOCD	Executive Office of Communities & Development	+0.507
EOTC	Executive Office of Transportation & Construction	+0.565
Statewide Average		-0.034



The BEST Departments

Average Days Used per FTE Employee

for the 12-month period ending 06/27/92

Ten Best Small Departments (< 150 FTEs)

Small departments are defined as departments averaging 150 FTEs or less.

Department	*Days/FTE*
Mass Firefighting Academy	1.794
Bureau of Building Regulation	2.468
Executive Office for Administration & Finance	3.136
Division of Purchased Services	3.143
Executive Office of Consumer Affairs	3.723
Administrative Law Appeals	4.030
State Racing Commission	4.316
Budget Bureau	4.393
Joint Labor Management Council	4.597
Executive Office of Education	4.651

Five Best Large Departments (> 150 FTEs)

Large departments are defined as departments averaging more than 150 FTEs.

Department	*Days/FTE*
Soldiers Home in Holyoke	7.526
Capital Planning & Operations	8.349
Dept of Corrections	8.529
Chelsea Soldiers Home	8.588
Parole Board	8.660

Change in Average Days Used

between the 12-month periods ending 12/28/91 and 06/27/92

The change figures listed below represent movement in the right direction, but do not necessarily reflect satisfactory performance. For example, the Metro Police Department, as shown below, improved its average by over 2 days per FTE, but still remains among the worst performers with an average of 12.7 days per FTE, as shown on the following page.

Ten Most Improved Small Departments

60 of the 90 executive branch departments are small by this definition.

Department	*Change*
Ex Office of Public Safety	-6.269
Admin Agency for Developmental Disabilities	-5.844
Dept of Medical Security	-3.190
Disabled Person Protection Commission	-3.018
Dept of Procurement & General Services	-2.578
Cable TV Commission	-2.544
Ex Office of Elder Affairs	-2.517
Mass Aeronautics Commission	-2.486
Bureau of Special Investigation	-2.430
Ex Office of Labor	-2.376

Five Most Improved Large Departments

30 of the 90 executive branch departments are large by this definition.

Department	*Change*
Metro Police Department	-2.059
Mass Commission for the Blind	-1.656
Capital Planning & Operations	-0.937
Dept of Public Welfare	-0.696
Office for Children	-0.624

Figures are unadjusted for catastrophic illnesses.

The WORST Departments

Average Days Used per FTE Employee
for the 12-month period ending 06/27/92

Ten Worst Small Departments

Department	*Days/FTE*
Board of Conciliation & Arbitration	17.347
Office of Affirmative Action	16.134
Employee Relations	15.835
Division of Insurance	14.752
Capitol Police	13.884
Civil Service Commission	13.626
Labor Relations	13.230
Appellate Tax Board	13.206
Criminal History Systems Board	12.821
Dept of Public Utilities	12.811

Ten Worst Large Departments

Department	*Days/FTE*
Metro District Commission	13.601
Department of Education	13.002
Metro Police Department	12.746
Office for Children	12.192
Dept of Public Health	11.761
Dept of Public Welfare	11.619
Dept of Revenue	11.425
Executive Office of Communities & Development	11.360
Department of Public Works	11.088
Dept of Mental Health	11.046

Change in Average Days Used
between the 12-month periods ending 12/28/91 and 06/27/92

Ten Worst Small Departments

Department	*Change*
Employee Relations	+9.878
Board of Conciliation & Arbitration	+7.638
Executive Office of Education	+4.651
Appellate Tax Board	+2.626
Merit Rating Board	+2.610
Architectural Access Board	+2.350
Capitol Police	+2.240
Group Insurance Commission	+1.886
Division of Insurance	+1.415
Civil Defense Agency	+1.178

Ten Worst Large Departments

Department	*Change*
Metro District Commission	+0.843
Rate Setting Commission	+0.741
Department of Public Works	+0.593
Dept of Revenue	+0.582
Dept Fisheries & Wildlife	+0.562
Executive Office of Communities & Development	+0.511
Dept of Public Health	+0.445
Dept of Mental Health	+0.403
Soldiers Home in Holyoke	+0.160
Dept of Youth Services	+0.049

Figures are unadjusted for catastrophic illnesses.

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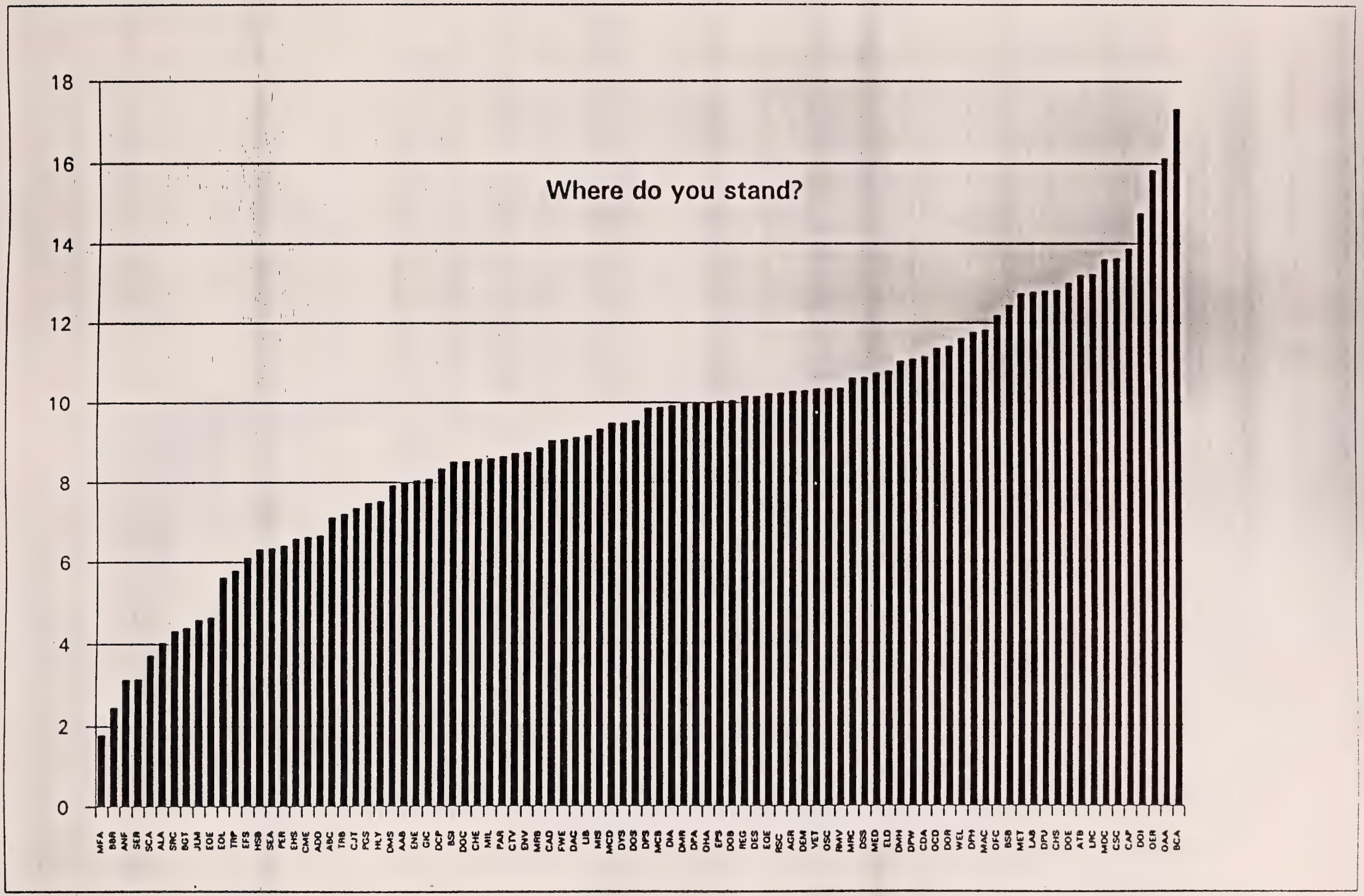
Average Sick Days Used per Full Time Equivalent (FTE) Employee

for the 12-Month Period ending 6/27/92

Ranking of the 90 Executive Branch Agencies

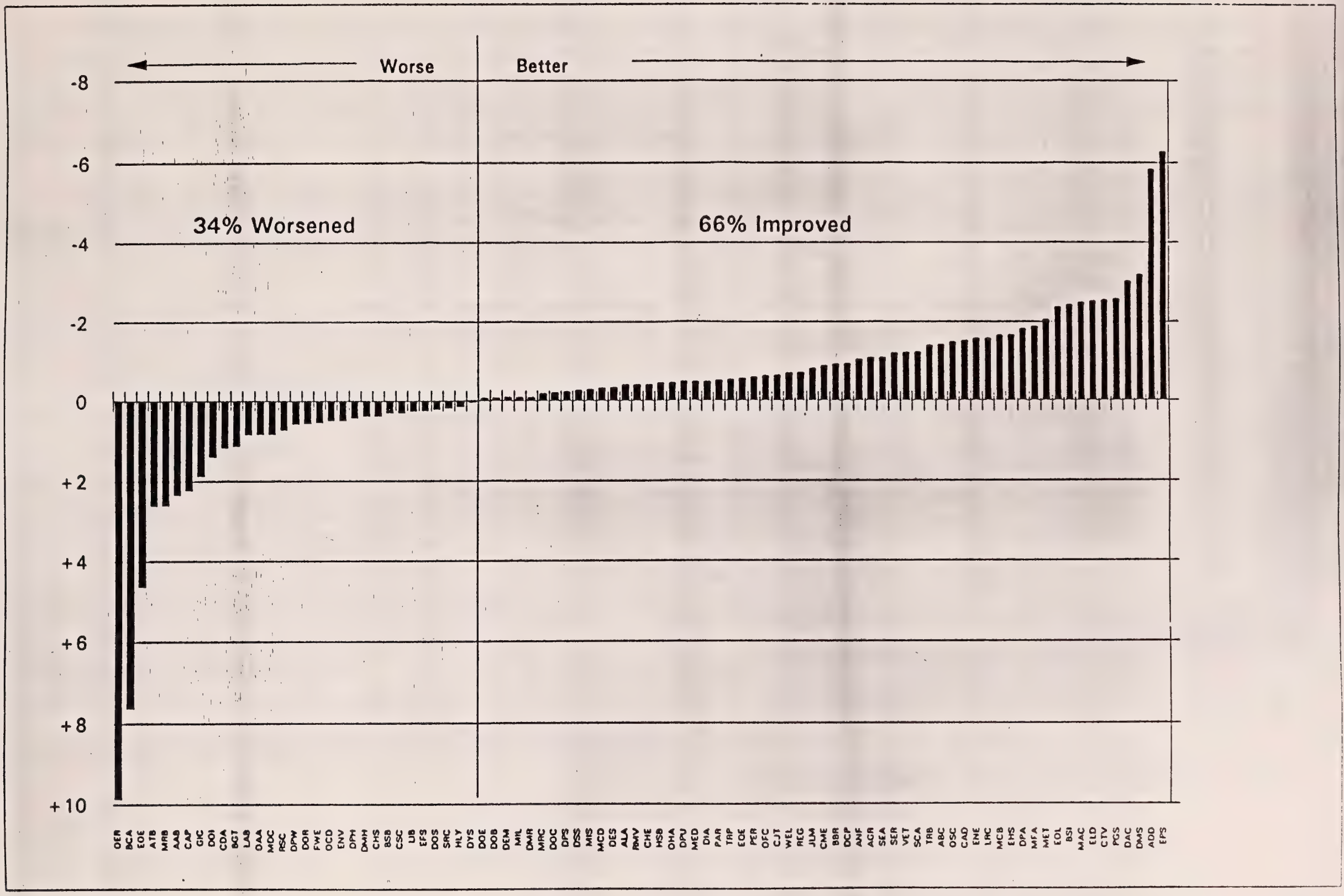

Where do you stand?
18
16
14
12
10
8
6
4
2
0
MFA BBR ANF SER SCA ALA SRC BGT JUN EOE EOL TRP EFS HSB SEA PER EHS CME ADD ABC TRB CJT PCS HLY DMS AAB ENE GIC DCP BSI DOC CHE MIL PAR CTV ENV MRB CAD FWE DAC LIB MIS MCD DYS DOS DPS MCB DIA DMR DPA OHA EPS DOB REG DES EQE RSC AGR DEM VET OSC RMV MRC DSS MED ELD DMH DPW CDA OCD DOR WEL DPH MAC OFC BSB MET LAB DPU CHS DOE ATB LRC MDC CSC CAP DOI OER OAA BCA

Figures are unadjusted for catastrophic illnesses.

Change in Average Sick Leave Usage per FTE Employee

Change in Agency Averages for the 12-Month Periods ending 12/28/91 and 6/27/92

Rank of the 90 Executive Branch Agencies


Worse
Better
-8
-6
-4
-2
0
+2
+4
+6
+8
+10
34% Worsened
66% Improved
OER BCA EOE ATB MRB AAB CAP GIC DOI CDA BGT LAB OAA MOC RSC DPW DOR FWE OCD ENV DPH DMH CHS BSB CSC LIB EFS DOS SRC HLY DYS DOE DOB DEM MIL DMR MRC DOC DPS DSS MIS MCD DES ALA RMV CHE HSB OHA DPU MED DIA PAR TRP EOE PER OFC CJT WEL REG JUM CME BBR DCP ANF AGR SEA SER VET SCA TRB ABC OSC CAD ENE LRC MCB EHS DPA MFA MET EOL BSI MAC ELD CTV PCS DAC DMS ADD EPS

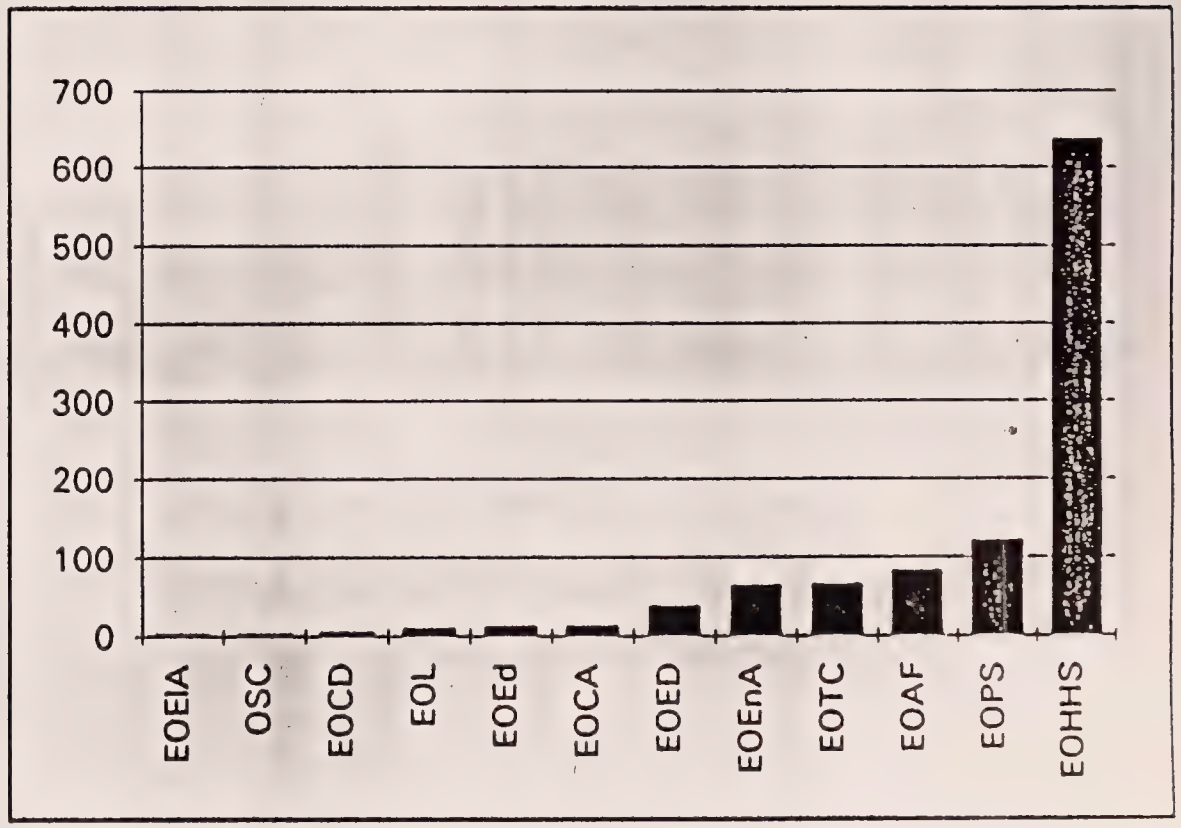
Work Lost due to Excess Sick Leave Usage

During the 12-month period ending 06/27/92

The Administration's goal is an average of 6 days sick leave usage per employee. If this were true, and average employees also earned 12 vacation days per year, then the average employee would work 226 days per year (52 5-day weeks less the 6 sick days and 12 vacation days, and less 13 holidays and 3 personnel days). Using this figure, each agency can calculate the number of full-time employees they have on board who have no function other than to make up for excess sick leave usage (i.e., usage in excess of 6 days per year). To do the calculation, agencies should multiply their FTE count by the number of days their average usage exceeds 6, and then divide by 226.

Statewide the result is 1,063 lost FTEs. That is, it would take 1,063 full-time employees to make up for the total time lost during the past twelve months to excess sick leave usage. Assuming an average annual salary of $30,000 per FTE, this translates into an unnecessary expense of $31,900,030. Individual secretariat counts are shown below.

Secretariat		*FTEs Lost*
EOEIA	Executive Office of Elder Affairs	1.3
OSC	Office of the State Comptroller	2.0
EOCD	Executive Office of Communities & Development	4.8
EOL	Executive Office of Labor	10.0
EOEd	Executive Office & Department of Education	13.8
EOCA	Executive Office of Consumer Affairs	13.9
EOED	Executive Office of Economic Development	39.3
EOEnA	Executive Office of Environmental Affairs	66.3
EOTC	Executive Office of Transportation & Construction	67.5
EOAF	Executive Office for Administration & Finance	84.7
EOPS	Executive Office of Public Safety	122.1
EOHHS	Executive Office of Health & Human Services	637.6
Total work lost due to excess sick leave, in FTEs		**1063.3**



The number of full-time employees equivalent to excess sick leave usage, by Secretariat.

Average Sick Days Used per Full Time Equivalent (FTE) Employee

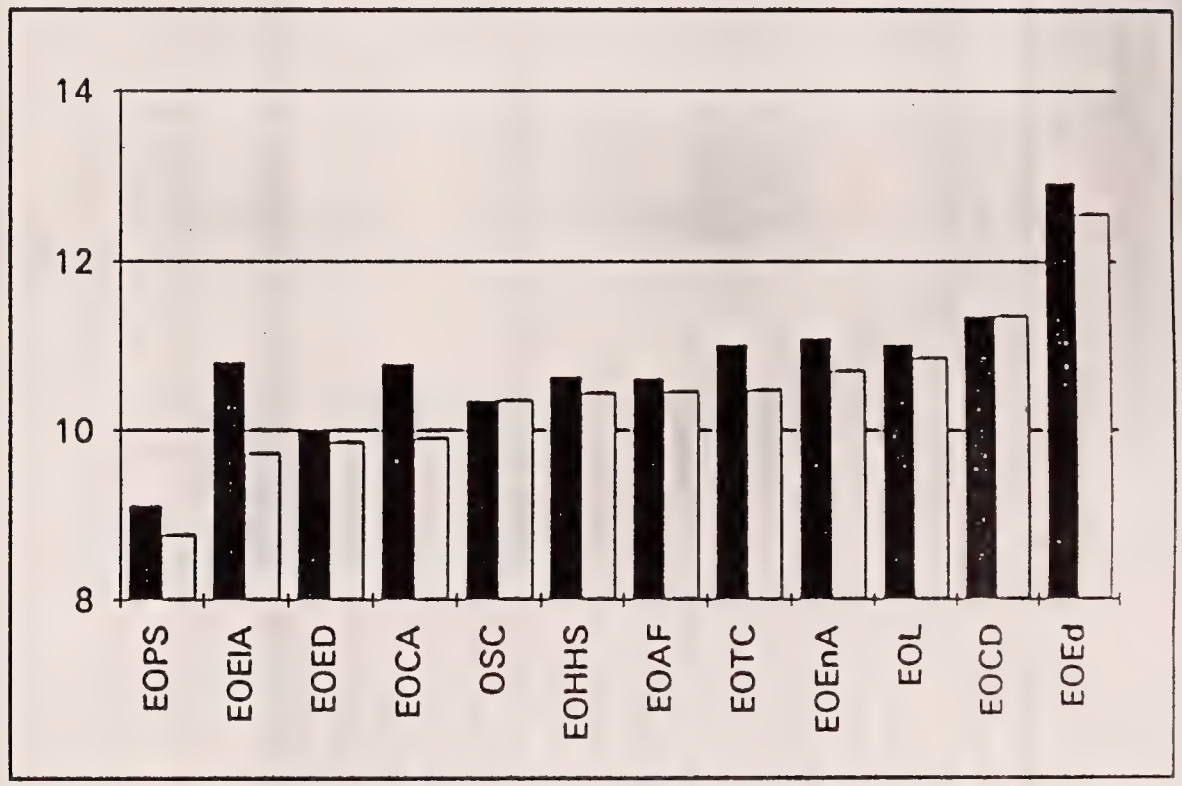
for the 12-month period ending 6/27/92

Adjusted to Exclude Sick Leaves of 60 or more Days (Catastrophic Illnesses)

Some departments expressed concern that the reported figures are distorted by the impact of a few employees with catastrophic illnesses. The figures below compare the raw, unadjusted, data with data that has been adjusted by excluding all sick leaves of 60 or more consecutive days. When defined in this way, catastrophic illness accounts for 0.256 days per FTE on a statewide basis.

Sorted on Adjusted Figures

Secretariat		*Unadjusted Days/FTE*	*Adjusted Days/FTE*
EOPS	Ex Office of Public Safety	9.120	8.766
EOEIA	Ex Office of Elder Affairs	10.800	9.727
EOED	Ex Office of Economic Development	10.007	9.852
EOCA	Ex Office of Consumer Affairs	10.782	9.901
OSC	Office of the State Comptroller	10.354	10.354
EOHHS	Ex Office of Health & Human Services	10.632	10.436
EOAF	Ex Office for Administration & Finance	10.613	10.456
EOTC	Ex Office of Transportation & Construction	11.013	10.474
EOEnA	Ex Office of Environmental Affairs	11.092	10.695
EOL	Ex Office of Labor	11.012	10.850
EOCD	Ex Office of Communities & Development	11.357	11.357
EOEd	Ex Office & Dept of Education	12.918	12.548
Statewide Averages		10.419	10.163

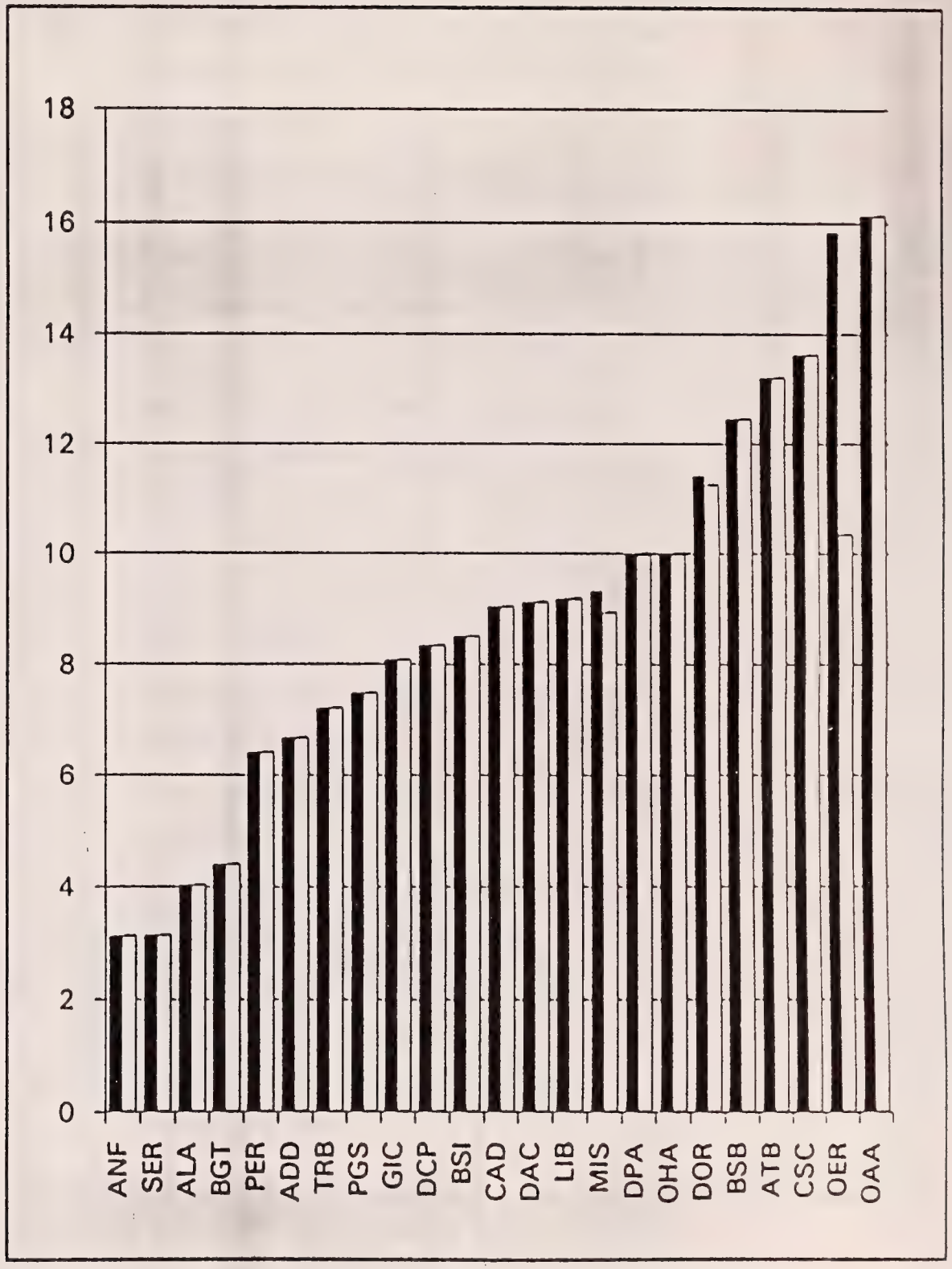


Unadjusted and adjusted average sick leave use, by Secretariat.

Executive Office for Administration & Finance (EOAF)

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
3	ANF	Ex Office for Admin. & Finance	3.136	3.136
4	SER	Division of Purchased Services	3.143	3.143
6	ALA	Administrative Law Appeals	4.030	4.030
8	BGT	Budget Bureau	4.393	4.393
16	PER	Public Employee Retirement	6.411	6.411
19	ADD	Admin Agency for D. Disabilities	6.666	6.666
21	TRB	Teachers Retirement Board	7.210	7.210
23	PGS	Dept of Proc. & Gen. Services	7.488	7.488
28	GIC	Group Insurance Commission	8.083	8.083
29	DCP	Capital Planning & Operations	8.349	8.349
30	BSI	Bureau of Special Investigation	8.514	8.514
38	CAD	Mass Comm Against Discriminatio	9.049	9.049
40	DAC	Disabled Person Protection Comm	9.129	9.129
41	LIB	Fingold State Library	9.183	9.183
42	MIS	Management Information Systems	9.335	8.935
50	DPA	Dept of Personnel Administration	9.975	9.975
51	OHA	Office of Disability	9.998	9.998
71	DOR	Dept of Revenue	11.425	11.257
76	BSB	Bureau of State Buildings	12.452	12.452
82	ATB	Appellate Tax Board	13.206	13.206
85	CSC	Civil Service Commission	13.626	13.626
88	OER	Employee Relations	15.835	10.352
89	OAA	Office of Affirmative Action	16.134	16.134
EOAF Average Days/FTE			**10.613**	**10.456**



Executive Office for Administration & Finance (EOAF)

Change in Average Sick Leave Usage

Rank	*Department*	*Days*
2	Admin Agency for Developmental Disabilities	-5.844
4	Disabled Person Protection Commission	-3.018
5	Dept of Procurement & General Services	-2.578
9	Bureau of Special Investigation	-2.430
13	Dept of Personnel Administration	-1.829
18	Mass Commission Against Discrimination	-1.524
21	Teachers Retirement Board	-1.402
24	Division of Purchased Services	-1.208
27	Executive Office for Administration & Finance	-1.041
28	Capital Planning & Operations	-0.937
36	Public Employee Retirement	-0.590
43	Office of Disability	-0.445
47	Administrative Law Appeals	-0.398
50	Management Information Systems	-0.286
65	Fingold State Library	+0.273
66	Civil Service Commission	+0.314
67	Bureau of State Buildings	+0.323
74	Dept of Revenue	+0.582
78	Office of Affirmative Action	+0.846
80	Budget Bureau	+1.143
83	Group Insurance Commission	+1.886
87	Appellate Tax Board	+2.626
90	Employee Relations	+9.878
EOAF Average Change		+0.187

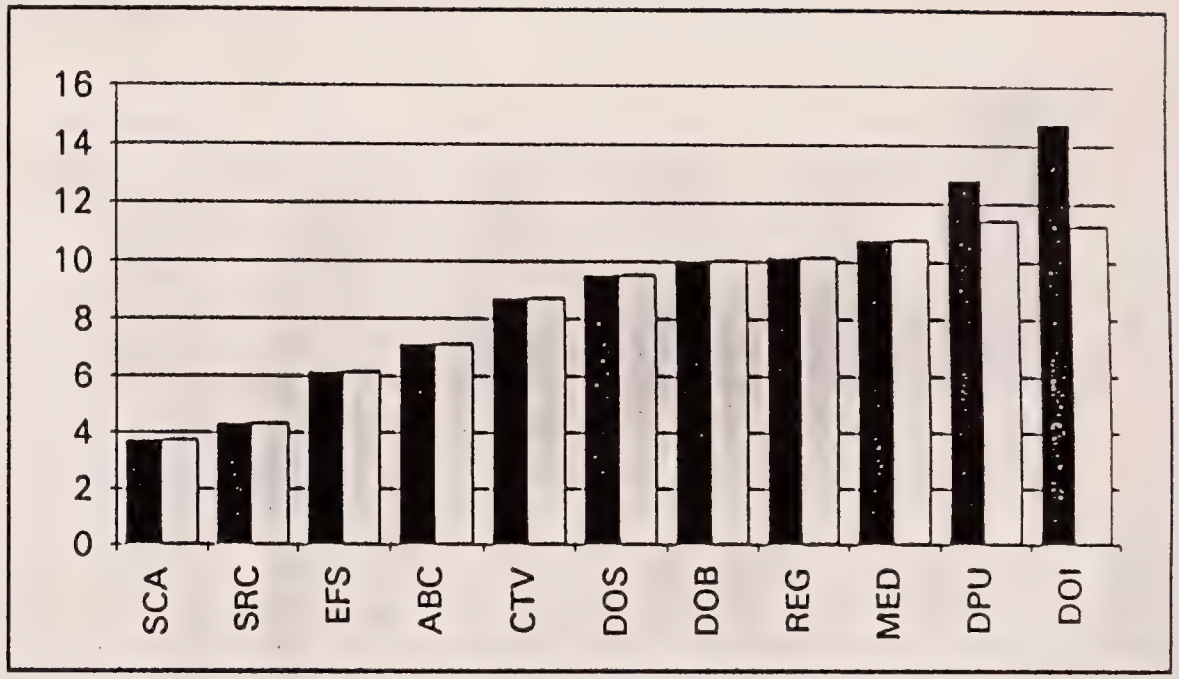
Work Lost due to Excess Sick Leave Usage

Rank	*Department*	*Lost FTEs*
1	Executive Office for Administration & Finance	-0.40
2	Budget Bureau	-0.36
5	Division of Purchased Services	-0.16
7	Administrative Law Appeals	-0.09
15	Admin Agency for Developmental Disabilities	0.03
18	Public Employee Retirement	0.09
19	Civil Service Commission	0.09
22	Disabled Person Protection Commission	0.11
25	Teachers Retirement Board	0.14
31	Fingold State Library	0.24
32	Office of Disability	0.25
34	Office of Affirmative Action	0.32
35	Group Insurance Commission	0.46
36	Mass Commission Against Discrimination	0.52
37	Employee Relations	0.55
41	Dept of Procurement & General Services	0.66
43	Appellate Tax Board	0.73
48	Bureau of Special Investigation	1.12
54	Dept of Personnel Administration	1.82
58	Capital Planning & Operations	2.54
62	Bureau of State Buildings	3.25
63	Management Information Systems	3.51
86	Dept of Revenue	69.27
EOAF total lost dollars and FTEs	$2,541,168	84.71

Executive Office of Consumer Affairs (EOCA)

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
5	SCA	Executive Office of Consumer Affa	3.723	3.723
7	SRC	State Racing Commission	4.316	4.316
13	EFS	Energy Facility Siting Council	6.122	6.122
20	ABC	Alcoholic Beverage Control Commi	7.121	7.121
35	CTV	Cable TV Commission	8.736	8.736
45	DOS	Division of Standards	9.543	9.543
53	DOB	Division of Banks	10.043	10.043
54	REG	Division of Registration	10.158	10.158
65	MED	Board of Medicine	10.751	10.751
79	DPU	Dept of Public Utilities	12.811	11.426
87	DOI	Division of Insurance	14.752	11.236
EOCA Average Days/FTE			10.782	9.901



Change in Average Sick Leave Usage

Rank	Department	Days
6	Cable TV Commission	-2.544
20	Alcoholic Beverage Control Commission	-1.424
22	Executive Office of Consumer Affairs	-1.222
32	Division of Registration	-0.705
41	Board of Medicine	-0.475
42	Dept of Public Utilities	-0.472
58	Division of Banks	-0.061
62	State Racing Commission	0.193
63	Division of Standards	0.227
64	Energy Facility Siting Council	0.265
82	Division of Insurance	1.415
EOCA Average Change		0.002

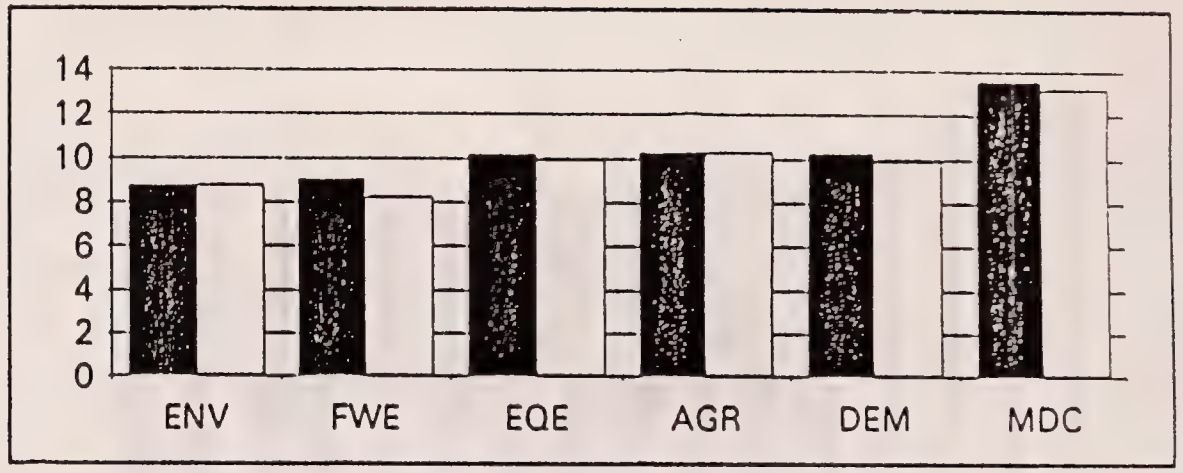
Work Lost due to Excess Sick Leave Usage

Rank	Department	Lost FTEs
3	State Racing Commission	-0.28
6	Executive Office of Consumer Affairs	-0.10
13	Energy Facility Siting Council	0.01
17	Cable TV Commission	0.06
20	Alcoholic Beverage Control Commission	0.11
28	Division of Standards	0.21
42	Board of Medicine	0.71
53	Division of Registration	1.79
60	Dept of Public Utilities	2.92
64	Division of Banks	3.59
71	Division of Insurance	4.91
EOCA total lost dollars and FTEs	$417,857	13.93

Executive Office of Environmental Affairs (EOEnA)

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
36	ENV	Ex Office of Environmental Affairs	8.754	8.754
39	FWE	Dept Fisheries & Wildlife	9.077	8.216
56	EQE	Dept Environmental Planning	10.229	9.945
58	AGR	Dept Food & Agriculture	10.281	10.281
59	DEM	Dept Environmental Mgmt	10.298	9.900
84	MDC	Metro District Commission	13.601	13.199
EOEnA Average Days/FTE			11.092	10.695



Change in Average Sick Leave Usage

Rank	Department	Days
26	Dept Food & Agriculture	-1.088
37	Dept Environmental Planning	-0.559
57	Dept Environmental Mgmt	-0.074
71	Ex Office of Environmental Affairs	+0.510
73	Dept Fisheries & Wildlife	+0.562
77	Metro District Commission	+0.843
EOEnA Average Change		-0.049

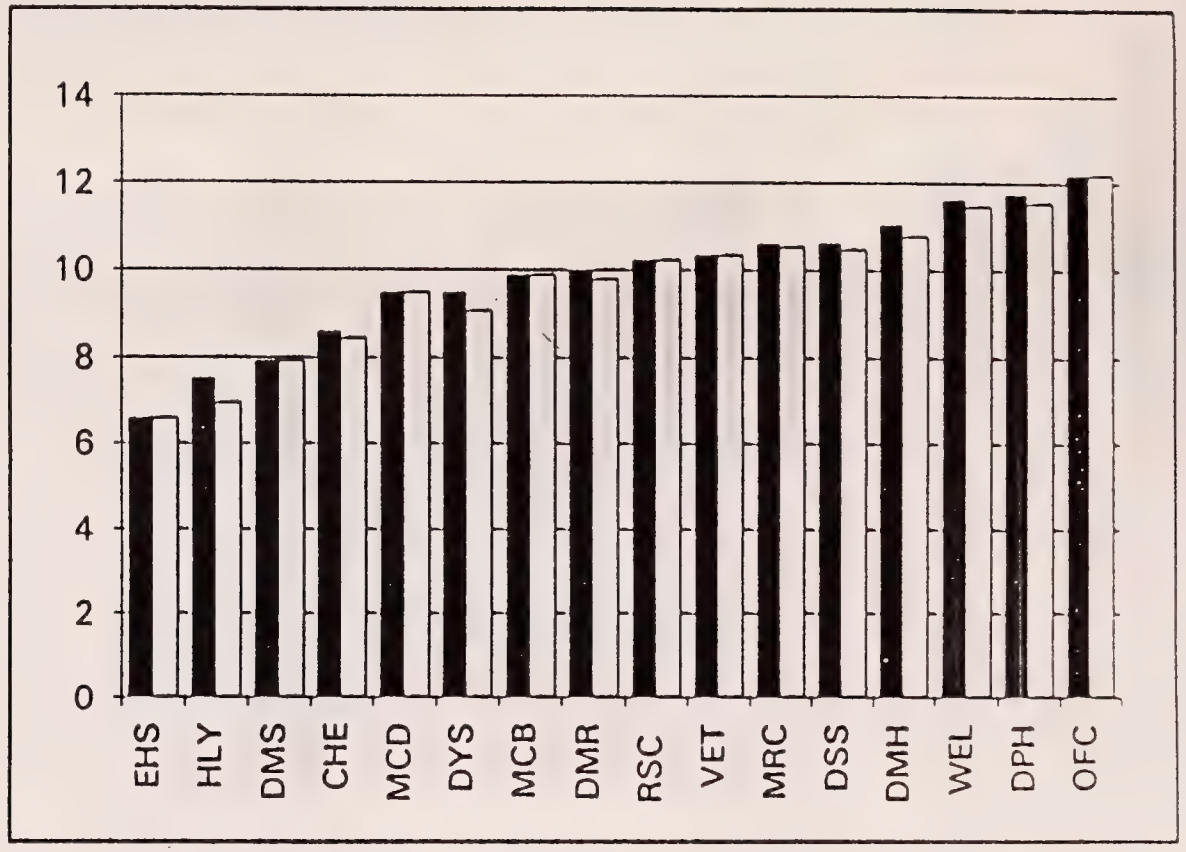
Work Lost due to Excess Sick Leave Usage

Rank	Department		Lost FTEs
46	Ex Office of Environmental Affairs		0.95
52	Dept Food & Agriculture		1.58
70	Dept Fisheries & Wildlife		4.88
75	Dept Environmental Mgmt		10.86
77	Dept Environmental Planning		17.86
81	Metro District Commission		30.15
EOEnA total lost dollars and FTEs		$1,988,768	66.29

Executive Office of Health & Human Services (EOHHS)

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
17	EHS	Ex Office of Health & Human Servi	6.583	6.583
24	HLY	Soldiers Home in Holyoke	7.526	6.944
25	DMS	Dept of Medical Security	7.930	7.930
32	CHE	Chelsea Soldiers Home	8.588	8.431
43	MCD	Mass Commission for the Deaf	9.484	9.484
44	DYS	Dept of Youth Services	9.485	9.074
47	MCB	Mass Commission for the Blind	9.889	9.889
49	DMR	Dept of Mental Retardation	9.974	9.792
57	RSC	Rate Setting Commission	10.236	10.236
60	VET	Veteran Services	10.337	10.337
63	MRC	Mass Rehabilitation Commision	10.614	10.543
64	DSS	Dept of Social Services	10.634	10.476
67	DMH	Dept of Mental Health	11.046	10.790
72	WEL	Dept of Public Welfare	11.619	11.473
73	DPH	Dept of Public Health	11.761	11.542
75	OFC	Office for Children	12.192	12.192
EOHHS Average Days/FTE			10.632	10.436



Change in Average Sick Leave Usage

Rank	Department	Days
3	Dept of Medical Security	-3.190
14	Ex Office of Health & Human Services	-1.671
15	Mass Commission for the Blind	-1.656
23	Veteran Services	-1.219
33	Dept of Public Welfare	-0.696
35	Office for Children	-0.624
45	Chelsea Soldiers Home	-0.399
49	Mass Commission for the Deaf	-0.322
51	Dept of Social Services	-0.266
54	Mass Rehabilitation Commision	-0.183
55	Dept of Mental Retardation	-0.081
60	Dept of Youth Services	+0.049
61	Soldiers Home in Holyoke	+0.160
69	Dept of Mental Health	+0.403
70	Dept of Public Health	+0.445
76	Rate Setting Commission	+0.741
EOHHS Average Change		-0.040

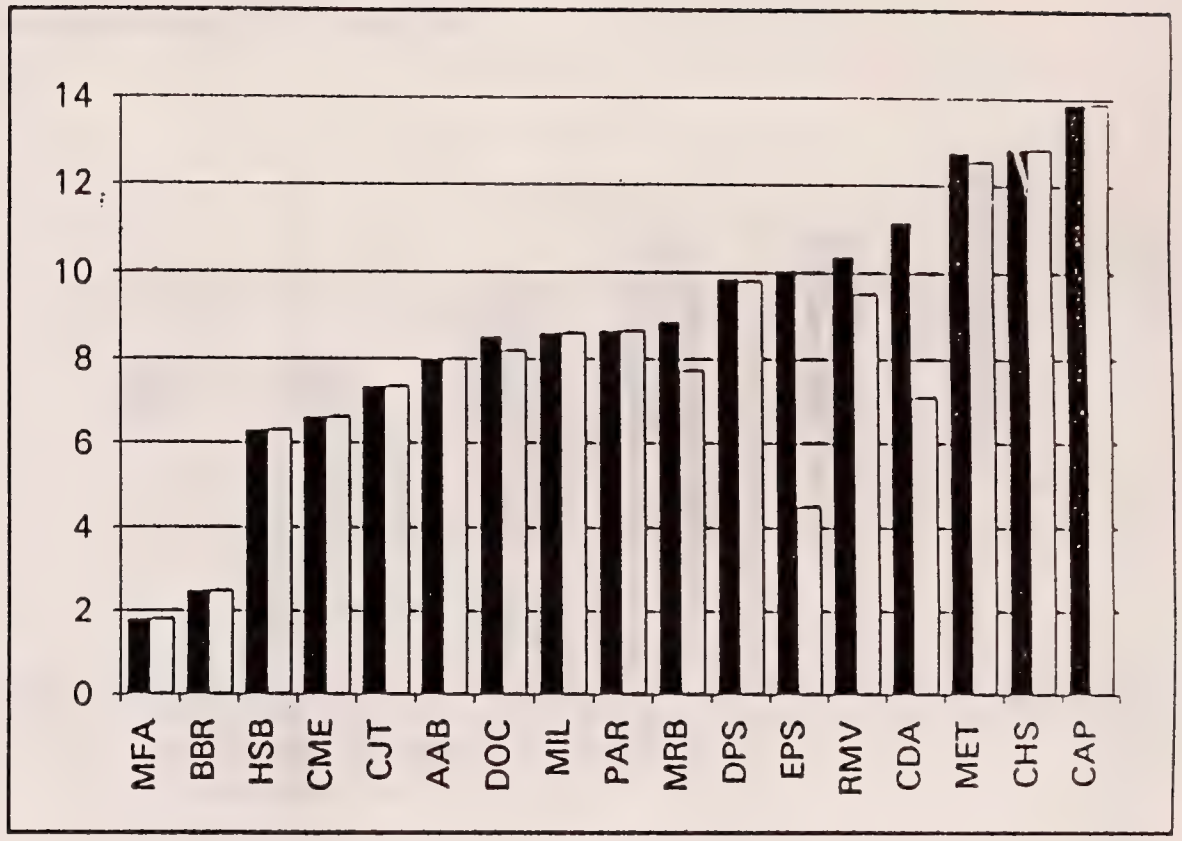
Work Lost due to Excess Sick Leave Usage

Rank	Department		Lost FTEs
24	Dept of Medical Security		0.14
26	Ex Office of Health & Human Services		0.17
39	Mass Commission for the Deaf		0.63
44	Veteran Services		0.74
57	Soldiers Home in Holyoke		2.16
61	Rate Setting Commission		3.03
65	Mass Commission for the Blind		3.72
67	Office for Children		4.15
72	Chelsea Soldiers Home		5.19
73	Dept of Youth Services		8.70
78	Mass Rehabilitation Commision		18.42
83	Dept of Social Services		56.91
87	Dept of Public Health		88.15
88	Dept of Public Welfare		94.48
89	Dept of Mental Health		150.50
90	Dept of Mental Retardation		200.47
EOHHS total lost dollars and FTEs		$19,126,806	637.56

Executive Office of Public Safety (EOPS)

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
1	MFA	Mass Firefighting Academy	1.794	1.794
2	BBR	Bureau of Building Regulation	2.468	2.468
14	HSB	Governor's Highway Safety Burea	6.316	6.316
18	CME	Chief Medical Examiner	6.624	6.624
22	CJT	Criminal Justice Training Council	7.353	7.353
26	AAB	Architectural Access Board	8.000	8.000
31	DOC	Dept of Corrections	8.529	8.201
33	MIL	Military Division	8.596	8.596
34	PAR	Parole Board	8.660	8.660
37	MRB	Merit Rating Board	8.868	7.746
46	DPS	Dept of Public Safety	9.867	9.817
52	EPS	Ex Office of Public Safety	10.035	4.489
62	RMV	Registry of Motor Vehicles	10.363	9.532
69	CDA	Civil Defense Agency	11.164	7.108
77	MET	Metro Police Department	12.746	12.536
80	CHS	Criminal History Systems Board	12.821	12.821
86	CAP	Capitol Police	13.884	13.884
EOPS Average Days/FTE			9.120	8.766



Change in Average Sick Leave Usage

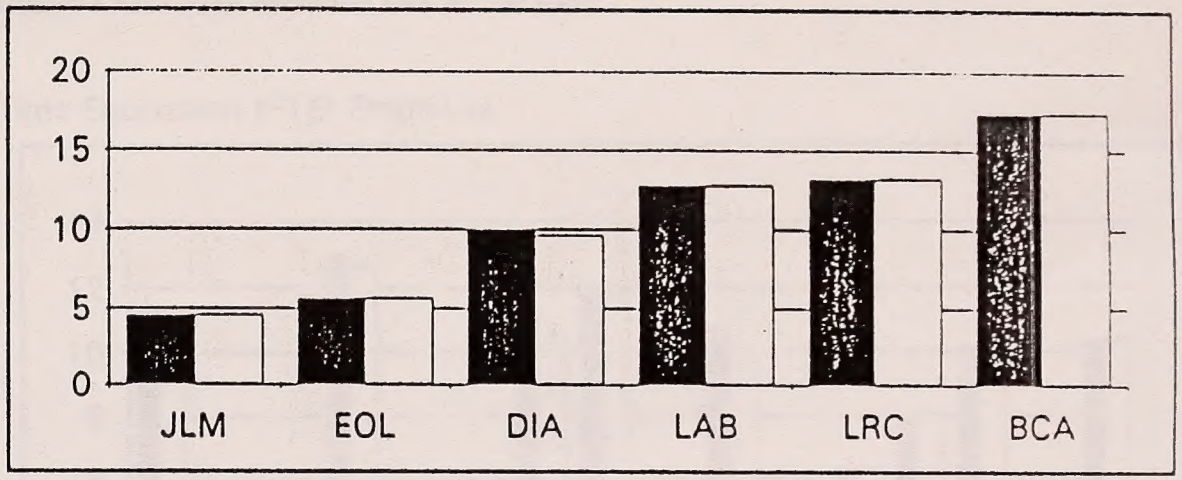
Rank	Department	Days
1	Ex Office of Public Safety	-6.269
11	Metro Police Department	-2.059
12	Mass Firefighting Academy	-1.885
29	Bureau of Building Regulation	-0.919
30	Chief Medical Examiner	-0.890
34	Criminal Justice Training Council	-0.640
39	Parole Board	-0.510
44	Governor's Highway Safety Bureau	-0.442
46	Registry of Motor Vehicles	-0.398
52	Dept of Public Safety	-0.232
53	Dept of Corrections	-0.202
56	Military Division	-0.080
68	Criminal History Systems Board	+0.394
81	Civil Defense Agency	+1.178
84	Capitol Police	+2.240
85	Architectural Access Board	+2.350
86	Merit Rating Board	+2.610
EOPS Average Change		-0.104

Work Lost due to Excess Sick Leave Usage

Rank	Department		Lost FTEs
4	Mass Firefighting Academy		-0.26
8	Bureau of Building Regulation		-0.08
14	Governor's Highway Safety Bureau		0.02
16	Architectural Access Board		0.04
23	Chief Medical Examiner		0.11
27	Ex Office of Public Safety		0.21
29	Criminal Justice Training Council		0.22
45	Merit Rating Board		0.88
47	Military Division		1.08
49	Criminal History Systems Board		1.12
50	Civil Defense Agency		1.28
56	Capitol Police		2.00
59	Parole Board		2.83
74	Metro Police Department		8.84
79	Registry of Motor Vehicles		18.60
80	Dept of Public Safety		22.93
84	Dept of Corrections		62.32
EOPS total lost dollars and FTEs		$3,664,169	122.14

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
9	JLM	Joint Labor Management Council	4.597	4.597
11	EOL	Ex Office of Labor	5.632	5.632
48	DIA	Industrial Accident Board	9.935	9.665
78	LAB	Dept Labor & Industries	12.780	12.780
83	LRC	Labor Relations	13.230	13.230
90	BCA	Board of Conciliation & Arbitration	17.347	17.347
EOL Average Days/FTE			11.012	10.850

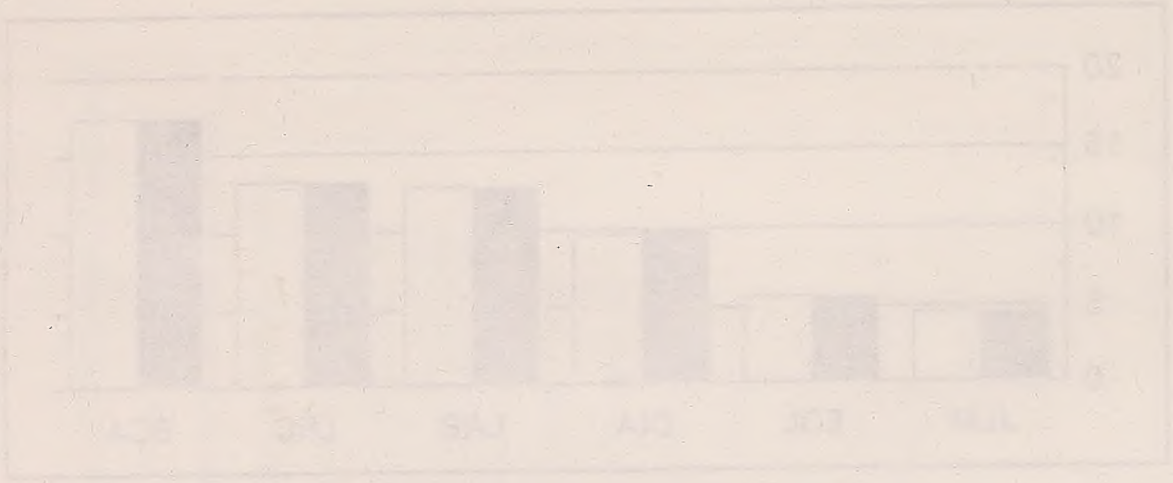


Change in Average Sick Leave Usage

Rank	Department	Days
10	Ex Office of Labor	-2.376
16	Labor Relations	-1.579
31	Joint Labor Management Council	-0.803
40	Industrial Accident Board	-0.481
79	Dept Labor & Industries	+0.851
89	Board of Conciliation & Arbitration	+7.638
EOL Average Change		+0.084

Work Lost due to Excess Sick Leave Usage

Rank	Department	Lost FTEs
9	Joint Labor Management Council	-0.04
12	Ex Office of Labor	-0.01
38	Labor Relations	0.60
40	Board of Conciliation & Arbitration	0.64
66	Dept Labor & Industries	4.09
68	Industrial Accident Board	4.72
EOL total lost dollars and FTEs		$299,970	10.00

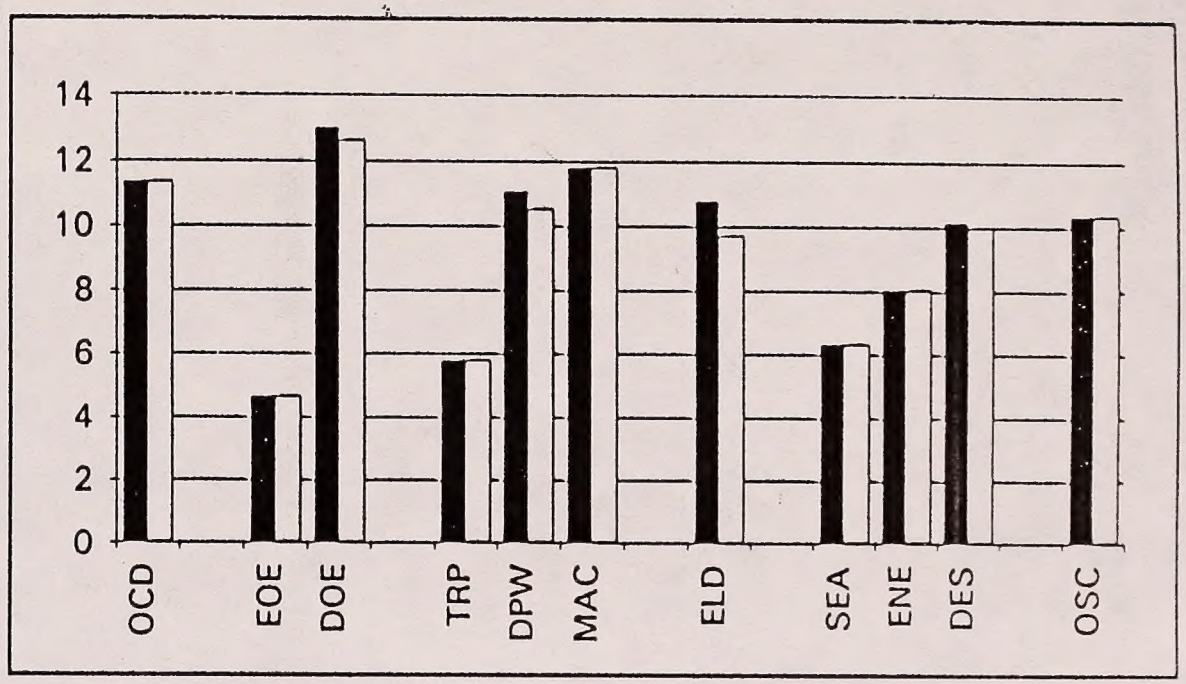


Executive Offices of Communities & Development (EOCD), Education (EOEd), Transportation & Construction (EOTC), Elder Affairs (EOEIA), Economic Development (EOED) and Office of the State Comptroller (OSC)

For convenience, secretariats with less than 5 departments have been combined here on one page.

Average Sick Days Used per Full Time Equivalent (FTE) Employee

Rank	Department		Unadjusted Days/FTE	Adjusted Days/FTE
70	OCD	Ex Office of Communities & Devel	11.360	11.357
10	EOE	Executive Office of Education	4.651	4.651
81	DOE	Department of Education	13.002	12.629
12	TRP	Ex Office of Trans. & Const.	5.799	5.799
68	DPW	Department of Public Works	11.088	10.539
74	MAC	Mass Aeronautics Commission	11.828	11.828
66	ELD	Ex Office of Elder Affairs	10.800	9.727
15	SEA	Dept of Economic Affairs	6.347	6.347
27	ENE	Office of Energy Resources	8.043	8.043
55	DES	Dept Employment & Training	10.161	9.999
61	OSC	Office of the State Comptroller	10.354	10.354



Change in Average Sick Leave Usage

Rank	Department	Days
72	Ex Office of Communities & Development	+0.511
59	Department of Education	-0.056
88	Executive Office of Education	+4.651
8	Mass Aeronautics Commission	-2.486
38	Ex Office of Transportation & Construction	-0.534
75	Department of Public Works	+0.593
7	Ex Office of Elder Affairs	-2.517
17	Office of Energy Resources	-1.577
25	Dept of Economic Affairs	-1.090
48	Dept Employment & Training	-0.328
19	Office of the State Comptroller	-1.489
Average Change		-0.393

Work Lost due to Excess Sick Leave Usage

Rank	Department		Lost FTEs
69	Ex Office of Communities & Development		4.82
11	Executive Office of Education		-0.03
76	Department of Education		13.81
10	Ex Office of Transportation & Construction		-0.04
30	Mass Aeronautics Commission		0.22
85	Department of Public Works		67.28
51	Ex Office of Elder Affairs		1.32
21	Dept of Economic Affairs		0.11
33	Office of Energy Resources		0.31
82	Dept Employment & Training		38.93
55	Office of the State Comptroller		1.99
Total lost dollars and FTEs		$3,861,377	128.71

Source: Quarterly Sick Leave Utilization Reports (PMIS1F) for 12-month periods ending 01/04/92 & 07/04/92

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